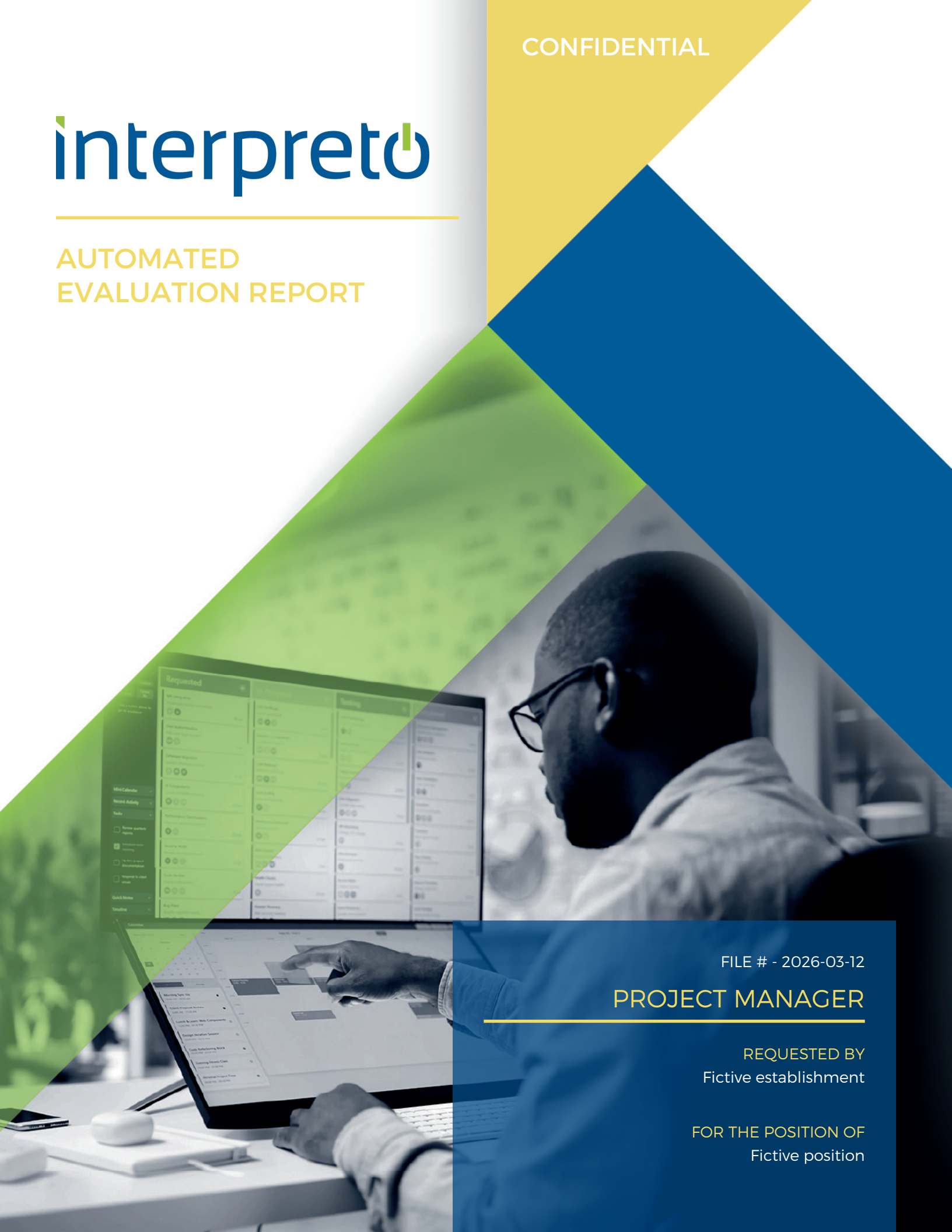


CONFIDENTIAL

interpreto

AUTOMATED EVALUATION REPORT



FILE # - 2026-03-12

PROJECT MANAGER

REQUESTED BY
Fictive establishment

FOR THE POSITION OF
Fictive position

PROJECT MANAGER REPORT

INTRODUCTION

Interpreto conducted a psychometric evaluation of the proposed candidate. Following the administration of various scientifically validated psychometric tests, we analyzed the traits that characterize their functioning, identifying their strengths and areas for improvement. The aim is to facilitate decisions relating to their career development in project management roles.

The data collected through psychometric tests was interpreted by Interpreto's analysis system. This system was developed by the Interpreto professionals who are members in good standing of the Ordre des psychologues du Québec or the Ordre des conseillers et conseillères d'orientation du Québec.

This report provides you with :

- An indication of the evaluated person's mastery of certain competencies for a project manager position;
- A rating of adequacy between the individual's results and the job requirements;
- Suggestions for probing questions, advices on integration into a new position and avenues for development support.

USING THE REPORT

- This document is confidential. Only those involved in the employee evaluation process are authorized to consult it.
- This report is intended solely to facilitate an informed decision as part of the evaluation process for the position sought.
- As a matter of professional ethics, we suggest that you do not make copies of this document.
- Since human beings are constantly evolving, the content of this automated assessment report is considered valid for a period of two years.

CONDITIONS OF SUCCESS

To encourage the professional development of the person being evaluated, we recommend that you provide feedback on the results of the evaluation. This practice could have an engaging impact on the candidate, facilitating their integration into the position and helping them to make better use of talents to the service of your organization.

SUMMARY TABLE

	Below expectations	Partially meets expectations	Meets expectations	Exceeds expectations
Capacity to Coordinate				✓
Results Oriented				✓
Problem-Solving Skills		✓		
Adaptation to Change	✓			
Attitude of Cooperation				✓
Self-Control		✓		
Leadership			✓	
Negotiation and Conflict Resolution			✓	
Decision-Making			✓	

PROFILE ADEQUACY

RECOMMENDED

The candidate has obtained results that correspond to the profile required for the position being assessed

**Below
expectations**

**Partially meets
expectations**

Meets expectations

**Exceeds
expectations**

Capacity to Coordinate

Structures the activities into a concrete action plan. Knows how to distribute tasks and organize the activities and resources necessary to do the job effectively.

Results Oriented

Invests and focuses efforts on achieving objectives and maintaining a level of performance corresponding to organizational targets.

Problem-Solving Skills

Can analyze information relevant to problem solving at times, but may have more difficulty solving complex or abstract issues.

Adaptation to Change

Prefers to use methods that are familiar or have proven successful. May show resistance to novelty and change.

Attitude of Cooperation

Generally places their trust in others and prefers an approach favorable to cooperation and peer support.

Self-Control

Below expectations

Partially meets expectations

Meets expectations

Exceeds expectations



Is able to handle stressful situations of moderate intensity, but can respond emotionally under certain circumstances.

Leadership



Likes to influence and convince others. Results-oriented, can exert leverage over others in order to direct efforts towards achieving objectives.

Negotiation and Conflict Resolution



Is able to use nuanced approaches in order to manage disputes effectively. Can work towards mutually satisfactory solutions or favor compromises.

Decision-Making



Shows determination and self-assurance by making clear-cut decisions when it comes to making important decisions, while taking full responsibility for their choices.

LEADERSHIP STYLE

Based on the completed questionnaires, certain personal tendencies emerge from the candidate's profile. A colored box appears to indicate the predominant style(s), under the optimal conditions where the leadership could manifest itself. It is important to note that these tendencies cannot be considered a measure of leadership effectiveness. Thus, in daily action, or under pressure, it is possible that those around the individual perceive them in a slightly different way.



PEOPLE

FOCUS "WITH WHO"

The manager shows consideration, understanding and respect for the people they work with. They tend to provide assistance to those who need it and work positively and harmoniously with their colleagues to achieve common goals. They strive to build cohesive teams and the well-being of people is at the center of their concerns.



ACTION

FOCUS "HOW"

The manager acts quickly despite the constraints they face and adjusts their behavior appropriately. They also take steps and calculated risks to address a problem, improve a situation or seize an opportunity. Finally, they tend to be receptive to original and innovative ways of doing things or solving problems.



DECISION

FOCUS "WHAT"

The manager knows how to take control of the situation by establishing objectives and clearly indicating the directions to be taken. They also allocate resources and ensure that work is organized in an optimal manner in order to achieve the set objectives. They place importance on monitoring the work done, in order to ensure that their collaborators are progressing in the desired direction.



CONTEXT

FOCUS "WHY"

The manager has a sense of the environment and therefore understands the main issues, both internal and external to the organization, that influence and shape it. They are open-minded in the face of novelty and convey information that is adapted to the context and to the people. The way in which the environment is taken into account influences their communications and actions.



PERSONALITY

The traits and facets of personality allow us to evaluate the foundations of a person's psychological functioning, while providing us with information on their motivational and behavioral aspects. The following descriptions are based solely on the trends observed in terms of personality and do not take into account the interactions between the various traits on the one hand, nor the interactions with cognitive abilities such as learning, reasoning and analytical skills on the other. The additional information provided is therefore very general and should be used with caution.



OPEN-MINDEDNESS

This person enjoys juggling ideas, considering different possibilities and points of view. They are comfortable with abstract concepts. This person is innovative and likes to come up with new ideas. They are stimulated by problem-solving and are generally comfortable working with large amounts of information at a time. They have varied interests and enjoy learning. They are generally open to new ideas or ways of working, and to different opinions and values. This person generally approaches change and novelty as a positive opportunity.

This person strikes a balance between pragmatism and imagination. They can be attentive to their inner world and feelings, although this is not central to their functioning. They favor concrete approaches, but are capable of integrating a touch of creativity or intuition when appropriate. In their decisions, they know how to combine factual data with a certain sensitivity to personal impressions, thus adapting to the demands of the situations they encounter.

APPROACH TO WORK

This person is success-oriented and self-disciplined. They are more ambitious, competitive and persevering than the average person. They generally get down to work quickly and see projects through to completion, despite any difficulties that may arise. They are diligent in their work, like to be given responsibility and take charge. They find challenges motivating and approach everyday situations with confidence in their ability to succeed. They show determination in the face of adversity and see themselves as effective in the tasks they take on.

This person combines flexibility and organization, adapting with ease to the demands of varied contexts. They are able to alternate between spontaneity and planning, finding a happy medium that enables them to meet needs without excessive rigidity. Although not particularly distinguished by a marked attention to detail or rigorous organization, they demonstrate an overall commitment to their responsibilities and tend to respect rules and protocols when necessary.

PERSONALITY (cont'd)

RELATIONAL QUALITY



This person is average in terms of altruism, kindness, benevolence, empathy and helpfulness. They are willing to help and offer their time to those around them when they see an opportunity to make a useful contribution. They adopt a thoughtful, balanced approach, favoring actions that respect both their personal limits and the needs of others. This attitude enables them to maintain harmonious relationships while preserving their energy and well-being.

This person favors social cohesion and avoids confrontation whenever possible. They prefer to keep quiet or rephrase their words to avoid offending others or creating tension. They forgive easily and are modest, not seeking to put themselves forward or consider themselves superior to others. Polite and respectful of authority, they favor a collaborative approach to relationships. When it comes to decision-making, they often prefer to consult others before making important decisions.

INTERPERSONAL PROPENSITY



This person has high levels of leadership and assertiveness. They enjoy influencing and convincing others. In social situations, they express themselves with confidence and don't hesitate to give their opinion. This is a person of action who is inclined to take charge, is comfortable being in a position of authority and demonstrates a sense of initiative. They seek to get people to work together, to involve them in their projects, and to be one of the leaders.

This person is characterized by a marked sociability and a strong propensity to feel and express positive emotions. They actively seek out contacts and enjoy being surrounded by people, whether at work or at home. Their enthusiasm, joie de vivre and optimism are contagious, and they quickly integrate into new groups. They bring a dynamic energy to those in their entourage, strengthening the cohesion and commitment of those around them.

PERSONALITY (cont'd)

EMOTIONAL MANAGEMENT



This person has a balanced emotional sensitivity. They may occasionally feel irritated or frustrated in certain situations, such as in the face of criticism or challenge, but these reactions remain moderate. They are generally able to manage these emotions and regain their composure, although moments of stress can occasionally affect them. This sensitivity enables them to express their emotions sincerely and appropriately, while maintaining a measured approach in their interactions.

This person is self-assured and rarely doubts their abilities. They approach challenges with confidence and demonstrate a high degree of autonomy in their decisions. Even in the face of complex situations, they maintain an optimistic frame of mind and an ability to bounce back from setbacks. Socially, they are at ease in their interactions and are not easily swayed by the judgment of others, enabling them to move confidently in a variety of contexts.



PROBING QUESTIONS

In this section, you will find examples of questions to ask in an interview with the candidate or to use as inspiration when taking references for competencies and skills that came out as Weak or In Progress in relation to the assessment.

If all skills meet expectations, no specific questions appear in this section. However, it may still be interesting to ask the candidate during a subsequent interview about their sources of motivation at work with a view to job integration. Finally, taking references can also be useful in order to confirm observations and provide concrete examples of behaviours related to the most crucial skills in the position to be filled.



PROBLEM-SOLVING SKILLS

Can you tell me about a time when you were able to identify the root cause of a problem in order to solve it?

Tell me about a time at work when you found an effective solution to a complex problem.

ADAPTATION TO CHANGE



Tell me about a recent situation at work where you realized that your usual methods were not working.

Can you talk about a time when you had to adapt to a colleague's working style to successfully complete a task or project? What did you do?



SELF-CONTROL

Can you describe a stressful work situation you experienced? How did you handle that situation?

How do you handle frustrating situations at work? Illustrate your answer using an example.

INTEGRATION TIPS

Successful integration into a new position requires an adaptation of the candidate to his new work environment. This adaptation includes three main issues:

- Learning the role and task
- The creation of a social network
- Adapting to the culture and values of the team and the organization

An employee who manages to adapt to these three major issues will have better chances to have a successful integration. Generally, well-integrated employees are happier at work, more productive, and have less intention of changing jobs. The indices presented in this section provide a glimpse of the style of integration of the candidate according to his personality. These indices aim to equip the manager in the integration of the candidate, and should not be considered as a selection tool.



LEARNING STYLE

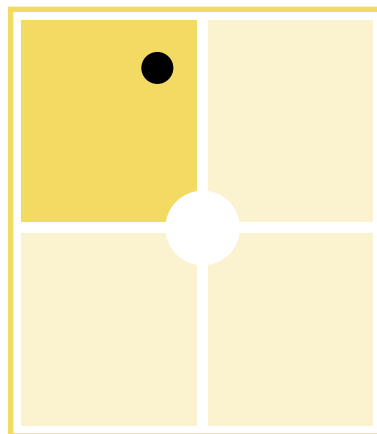
The interaction between the Openness trait and the Conscientiousness trait provides information on how one will approach learning

Pragmatic Learner

Pragmatic approach to learning. Knowledge is a means to an end and not an end in itself. Does what it takes to acquire the knowledge necessary to achieve a goal (training, professional, etc.). Approaches knowledge with conformism, little inclined to have a critical perspective of what is taught.

Disengaged

Not focused on learning and studying. Little at ease in an academic context. Knowledge and deep understanding of things are of little interest to him. Constraining himself in the required learning efforts is hard. More comfortable in a short and practical training leading to practical applications (e.g. vocational training).



Good learner

The intellectual interest and creativity of the openness trait with the willingness to succeed and the organization of the conscientiousness trait produces the typical profile of a good learner. Interested in learning and taking the means to reach the end of his interests. Ability to take a critical step back from what is being taught. High probability of success in training.

Inconsistent learner

Diversified intellectual and/or creative interests, diversified but at risk of not being deepened by lack of determination and organization. Learning may stop while the effort to pursue it increases, which can lead to the acquisition of great superficial knowledge without deepening.

INTEGRATION TIPS (cont'd)

INTERPERSONAL STYLE



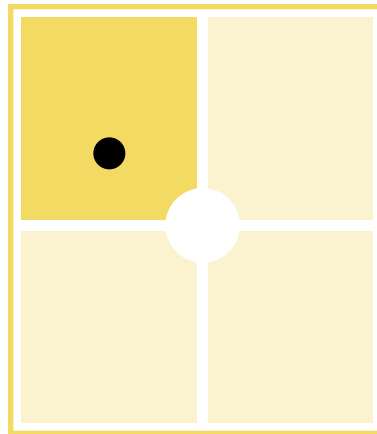
The interaction between the agreeableness and extroversion gives information about the interpersonal style, meaning the way the person will take on his relationship with others.

Modest

Is not attracted to social situations and new encounters, but does not reflect a lack of interest towards others. Will prefer to maintain a small number of significant interpersonal relationships. Modest and discreet in a group.

Individualistic

Independent and individualistic. Little interested in social relations. Feels easily disturbed by the presence of others. Protects his personal sphere and privacy. May reflect a distrust towards others. Can be perceived as cold, distant and uncooperative.



Warm Leader

Actively seeking to create and maintain personal relationships with people. Sincerely makes friends with people. Brings life to a group and is often in a position of leadership and or initiator of common activities. A warm and collaborative leader. Likes teamwork.

Self-centered Leader

Actively seeks social relationships for the benefits and the pleasure that it gives him rather than by interest towards others. Tendency to create many superficial and utilitarian relationships. Likes being at the forefront. Can become an authoritarian leader and little inclined to listen to his subordinates.

INTEREST STYLE



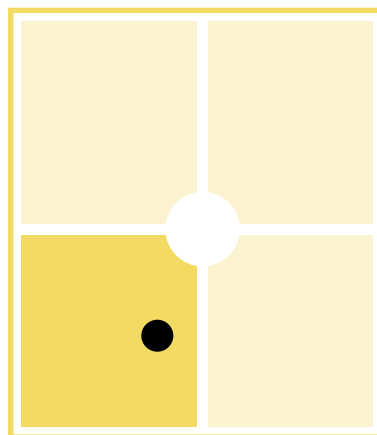
The interaction between openness and extroversion provides information about the interests that person may have, both professionally and personally.

Popular Culture

Interest in activities in which social contacts are frequent, which require influencing others and in which it is possible to succeed by keeping to the usual ways of doing things. Would prefer continuity and consolidation to change and innovation.

Homebody

Introverted and concrete person whose simple interests can be pursued alone and in small groups. Prefers a quiet social and creative life. Preference for working with data rather than with ideas and with things rather than with people (ex: Accounting, mechanics and repair, construction trades).



Creative Interaction

His interests combine gregariousness, upward mobility, creativity and intellectual curiosity. Wants to share his knowledge and creativity. Creative and innovative leader. Interested in understanding and influencing people and society. Interested in sharing ideas and creativity with other people and influencing them (ex.: teacher, politician, manager).

Introspection

Concerned primarily by intellectual or artistic activities which can be pursued individually or in small groups (ex: literature, music). Will be more interested in working with ideas rather than with data and with things rather than people (ex: scientific research, artistic creation).

DEVELOPMENT SUPPORT

In this section, you will find some suggestions on ways to approach the new employee to support their development and help them build new habits, based on the competencies that were less well demonstrated during the assessment. To emphasize a coaching approach, a reflective question is also included.

If all competencies meet expectations, there will be no development areas listed in this section. However, some skills may still benefit from continuous improvement. A conversation with the new employee is strongly recommended to identify the best tools to help them perform well in their role, particularly for the skills that are most critical to success in the position or would help them better align with the organizational culture.

PROBLEM-SOLVING SKILLS

Proceed in "questions" mode to get the project manager to clearly define the problem; teach them to ask the right questions.

Provide a frame of reference (guides, templates, readings, objective criteria, clear guidelines) to guide their analysis and facilitate problem solving.



COACHING QUESTION

How do you go about understanding the foundations of a problem (history, causes, effects) and to identify all the possible solutions?

ADAPTATION TO CHANGE

Encourage the manager to understand the underlying reasons for the changes, assess the benefits, and identify the limitations and risks associated with the status quo.

Involve the new manager in projects that will lead them to broaden their horizons (learn new skills, adopt a new perspective, etc..).



COACHING QUESTION

When you are faced with something new, what are your initial reactions, and how much importance do you usually give to it?

SELF-CONTROL

Encourage the manager to take a step back when faced with a situation that triggers an emotional reaction.

Provide the manager with the right conditions (a quiet space, a resource person) to help them express their emotions and clear their mind when needed.



COACHING QUESTION

What do you do to stay calm when the pressure rises?